Richland County Strategic Plan

2021-2024

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REGIONAL PLANNING
COMMISSION

Chapter 1: Opportunities & Challenges

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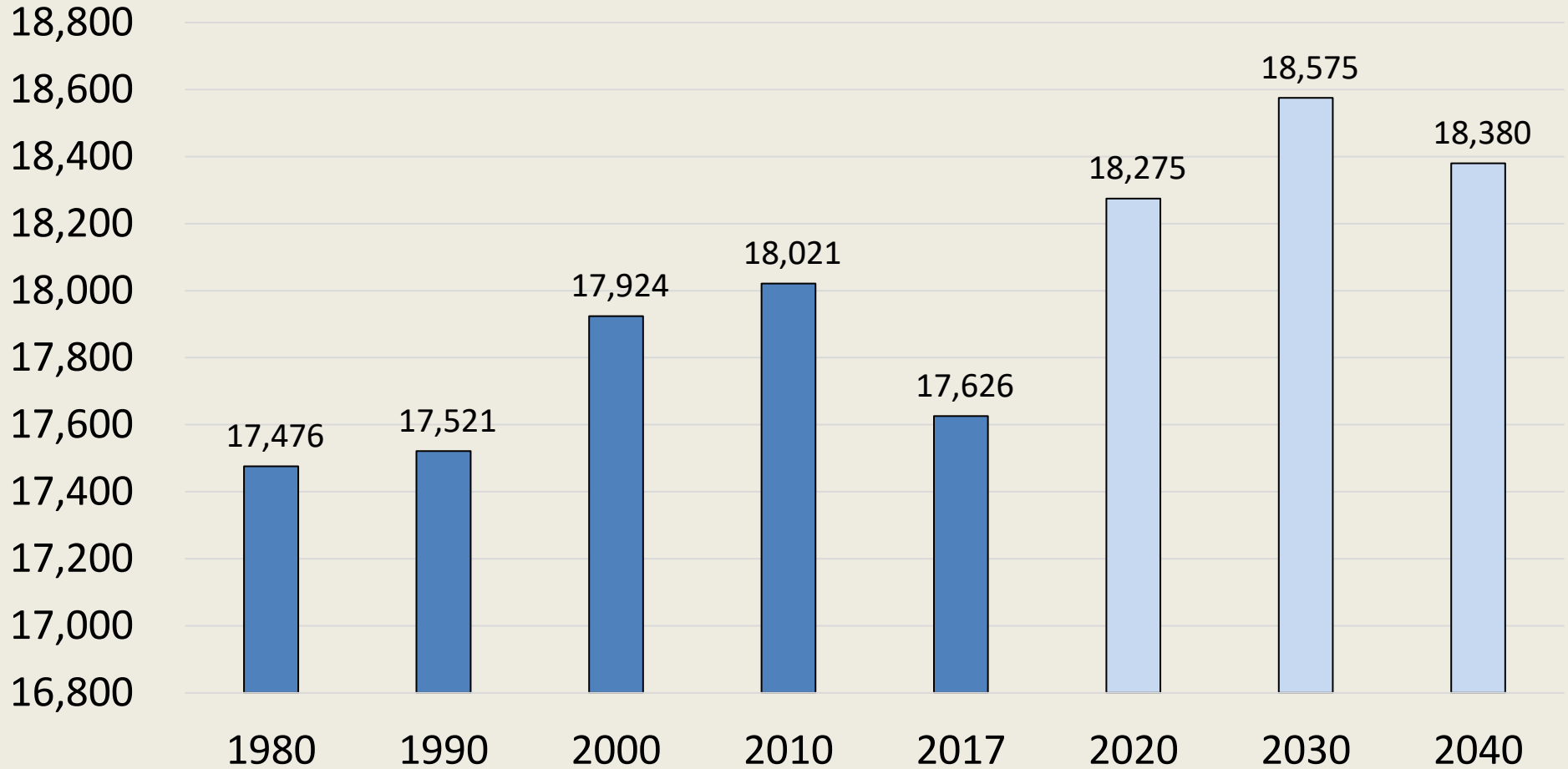COMMISSION

Planning Process

- Board Meetings:
  - Core Values, Mission, Vision, Stakeholders
  - SWOT & PEST analysis
  - Goals, Objectives, Projects
  - Capital Projects / Implementation
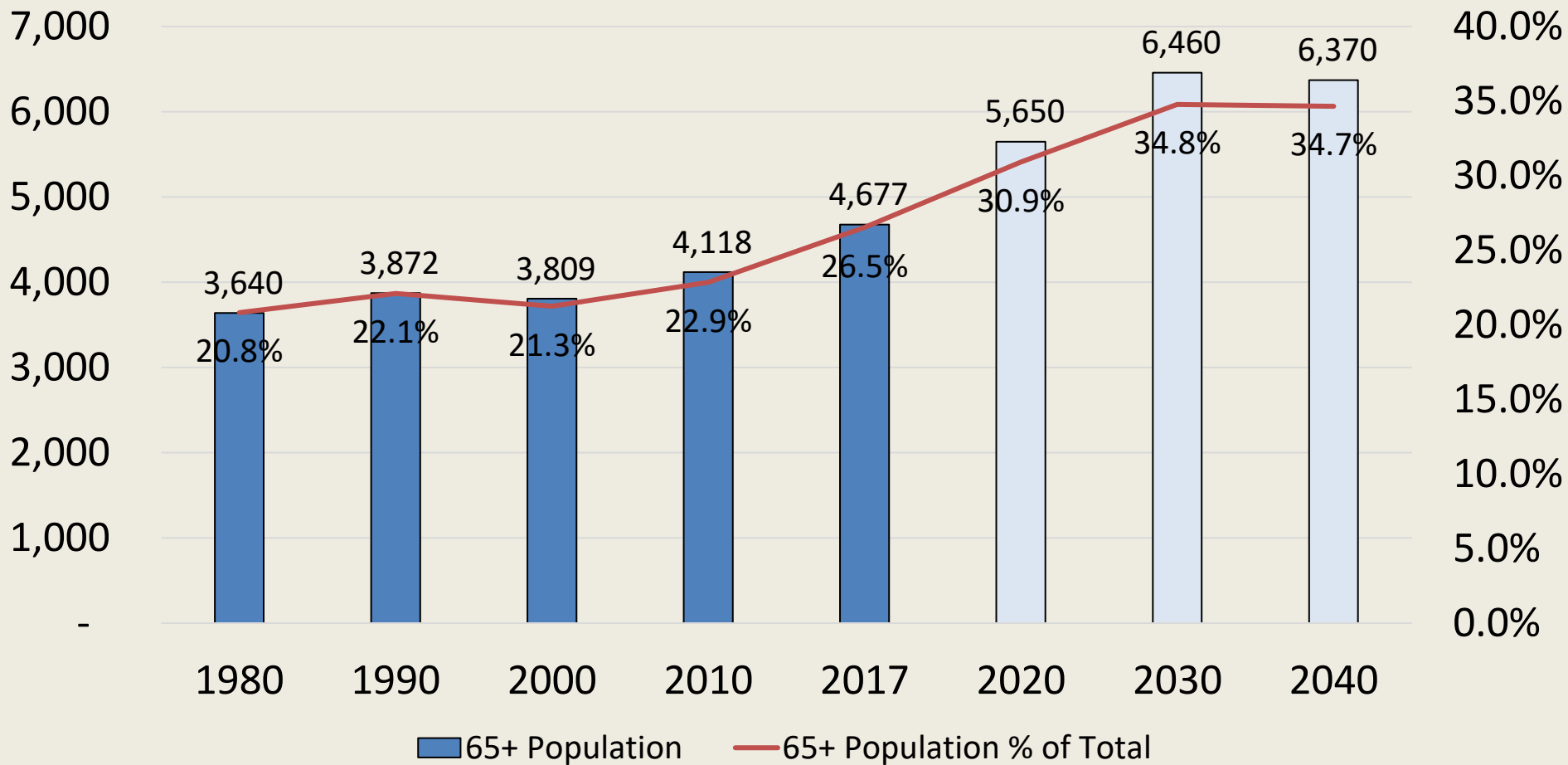- Document Review
- Stakeholder Interviews & Tours

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Critical Challenges

- Stagnating population growth
  - Moody's Analytics
  - SWWRPC Data Analysis

Richland County: Total Population

Year	Population
1980	17,476
1990	17,521
2000	17,924
2010	18,021
2017	17,626
2020	18,275
2030	18,575
2040	18,380

Richland County Population: 65+

Year	65+ Population	65+ Population % of Total
1980	3,640	20.8%
1990	3,872	22.1%
2000	3,809	21.3%
2010	4,118	22.9%
2017	4,677	26.5%
2020	5,650	30.9%
2030	6,460	34.8%
2040	6,370	34.7%

Richland County Population: Age 20-64

Prime Workforce Population

- 1980: 9,082 — 52.0%
- 1990: 9,177 — 52.4%
- 2000: 9,744 — 54.4%
- 2010: 10,061 — 55.8%
- 2017: 9,647 — 54.7%
- 2020: 9,345 — 51.1%
- 2030: 8,745 — 47.1%
- 2040: 8,590 — 46.7%

Legend: Prime Workforce Population | Prime Workforce Population % of Total
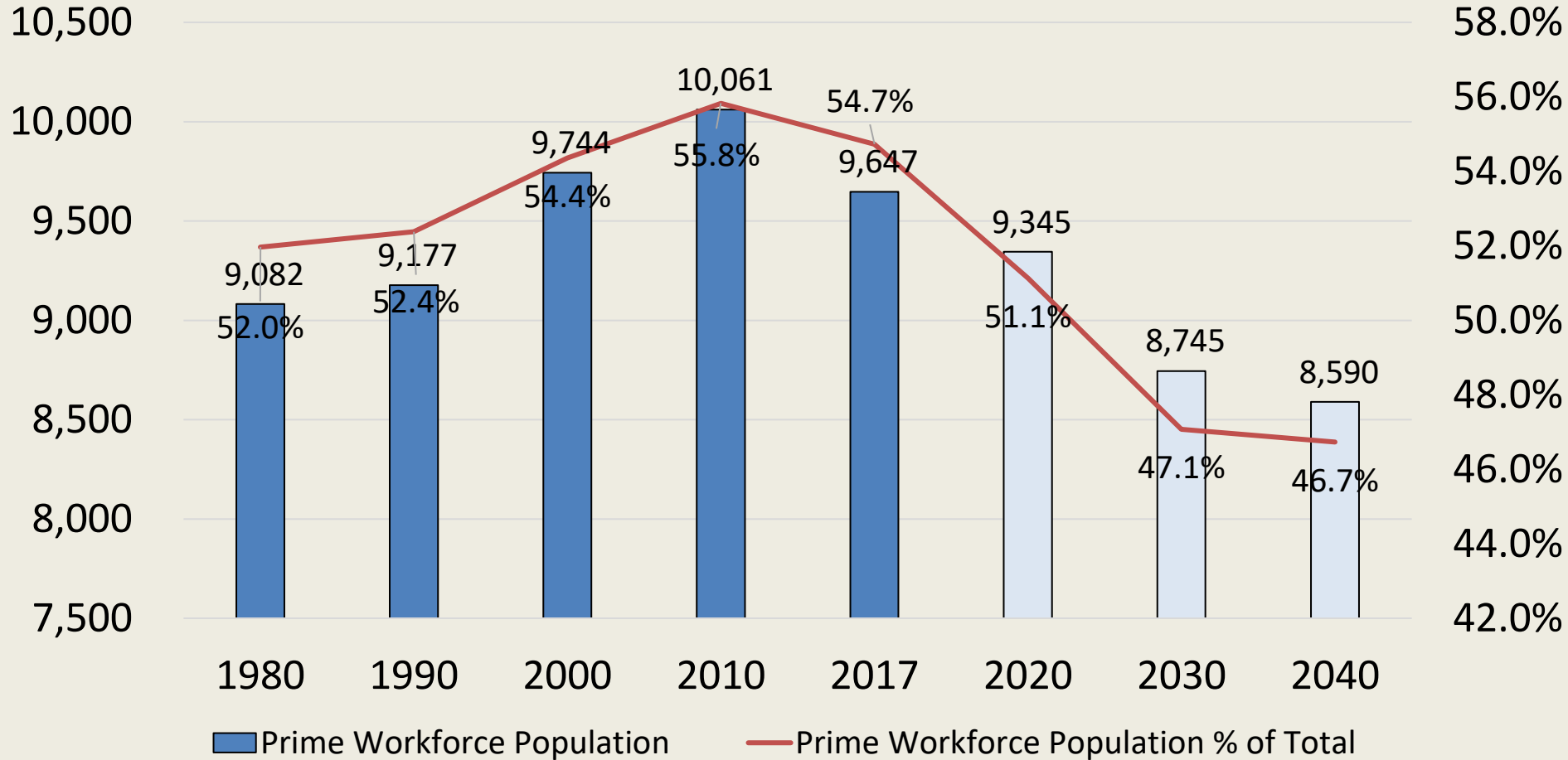
School Enrollments:

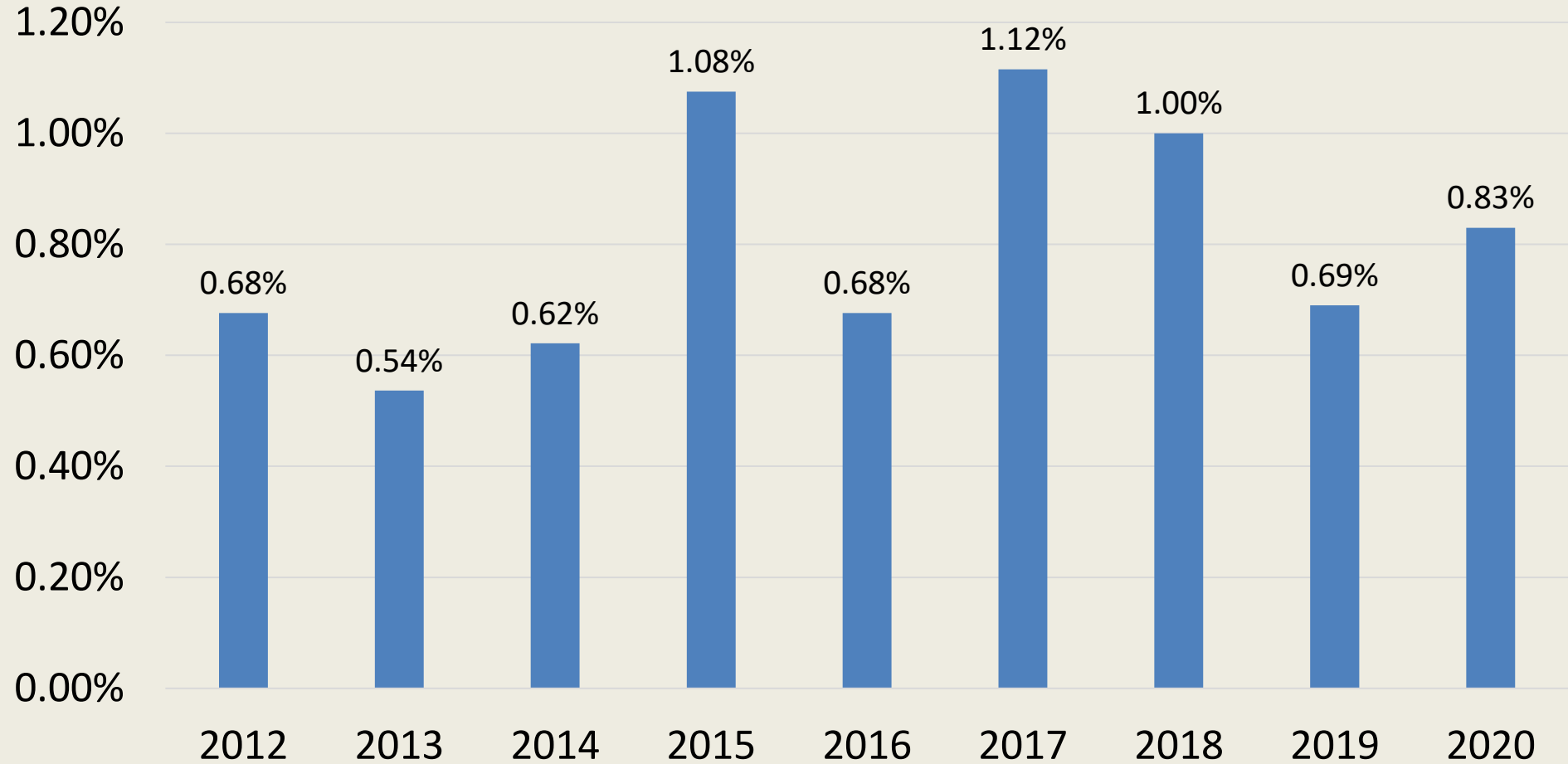20 Years Percentage Net Change (2001-2020)
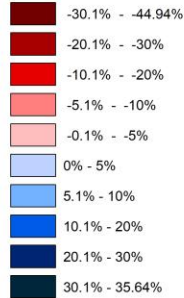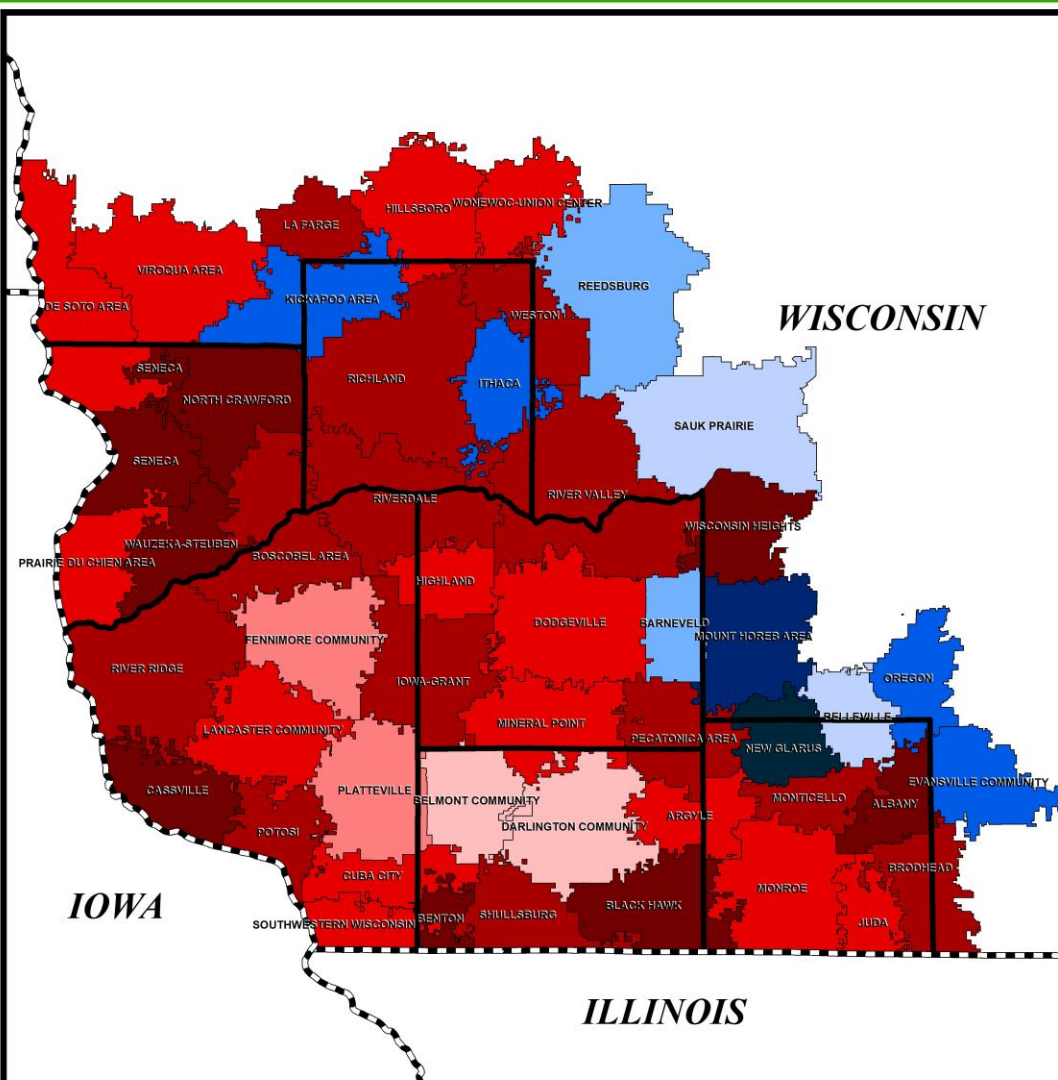
District Enrollment Trends 2000-2020: Richland Local School District
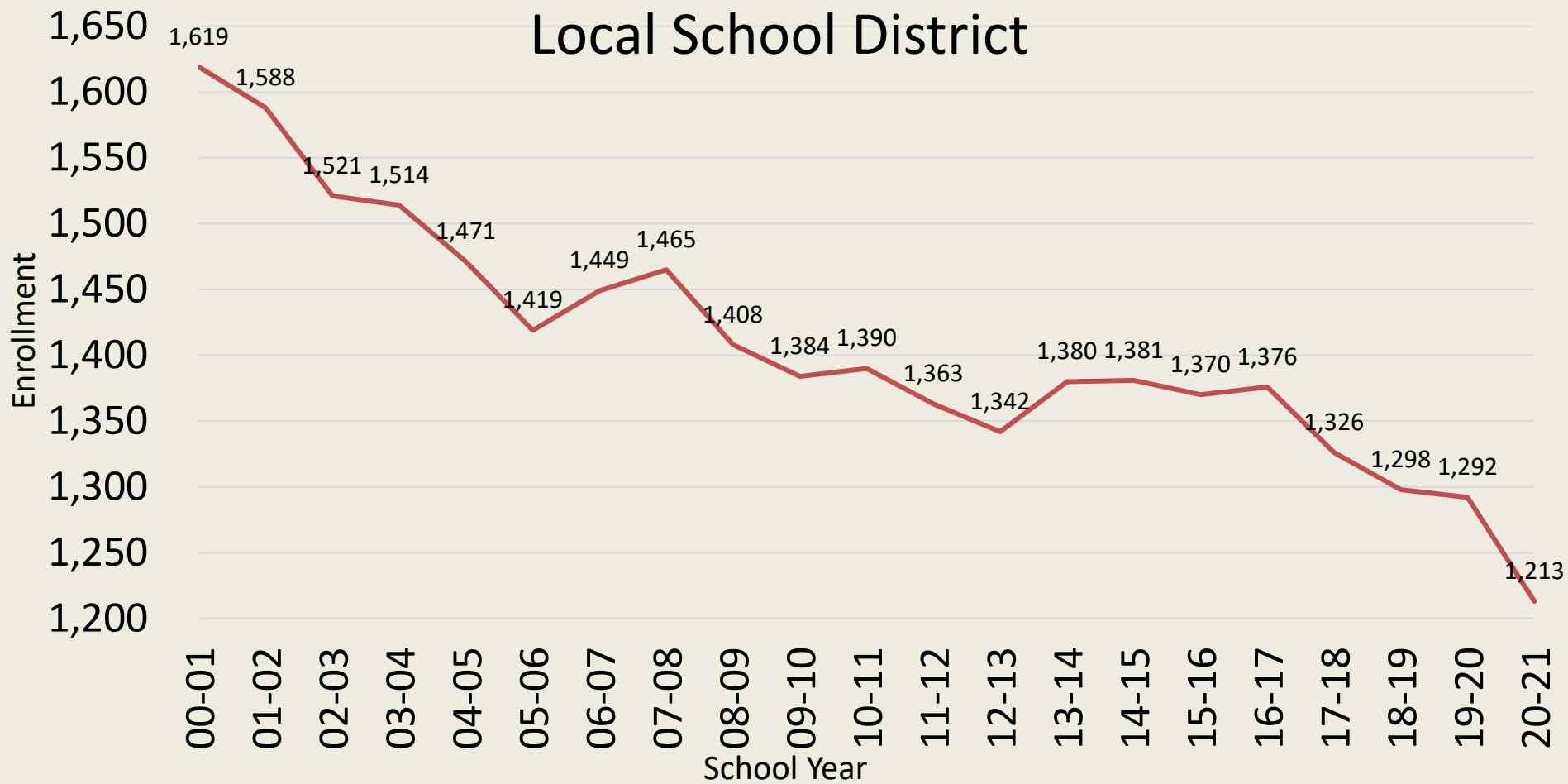
Critical Challenges

- Slow to no population growth

- Levy and debt limits

  - G.O. Bonding Limit of 5% Equalized Value

  - Levy limits tied to Net New Construction

Richland County NNC 2012-2020

Critical Challenges

- Slow to no population growth

- Levy and debt limits

- Deferred maintenance
  - Inherited discretionary assets
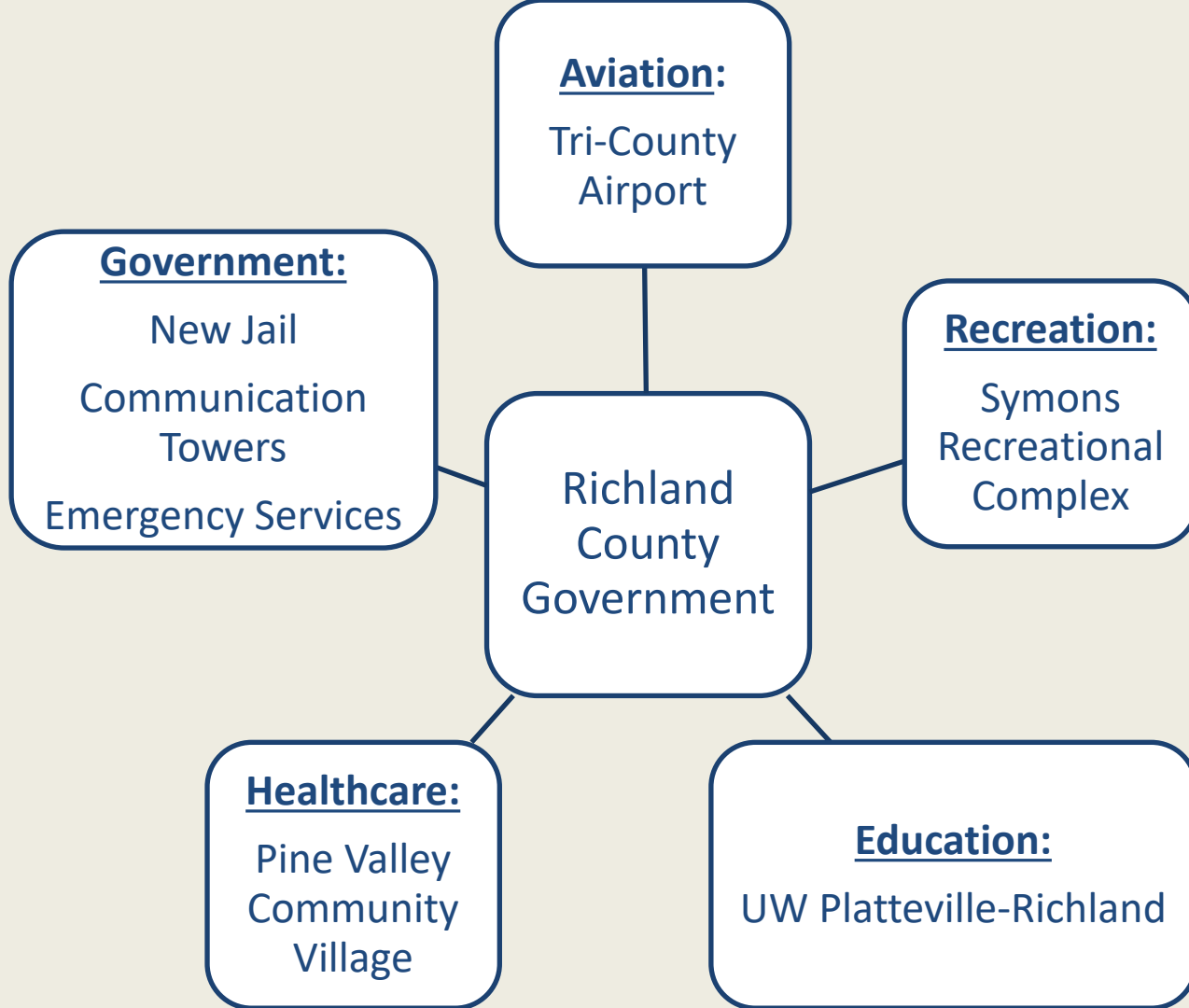 - Mandatory services

Symptoms vs. Causes

Symptoms

- Passing a balanced budget
- Inability to meet salary commitments
- Inability to finance all capital improvements

Cause

- Lack of focus
- Need to choose

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What is the "business" of the county?

Strategy

"The essence of strategy is choosing what not to do." – Porter

"At the core, strategy is about focus, and most complex organizations don't focus their resources. Instead they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any one of them."

-Rumelt

Strategy Fundamentals

Practices

Principles
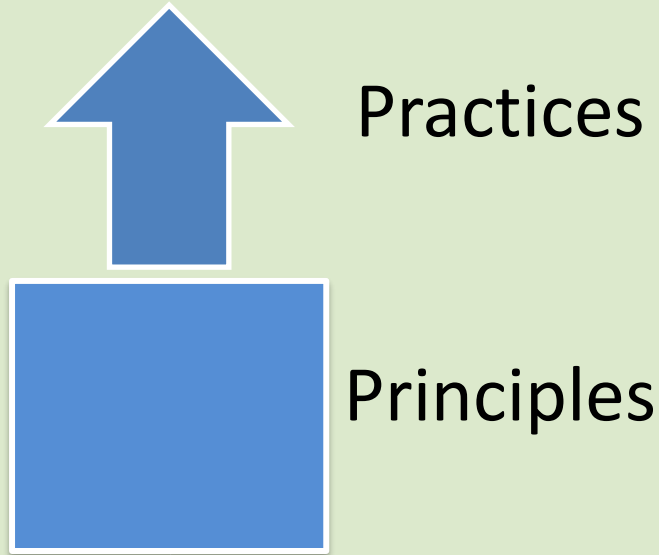
Strategy Fundamentals

- Aspirations (infinite)
- Capabilities (finite)

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Strategic Priorities

- Operational Effectiveness

- Economic Growth

- Focus (Choose)

- Continual Improvement

Chapter 2: Operations

Operational Strategies

- Organizational Structure
  - Centralize county-wide processes and practices
  - Enhance coordination
    - County / City / Town
    - Institutional (County, Richland Center, RLSD, Richland Hospital)
  - Increase Capacity
    - County Board Education - on-boarding, finances, & county government
   - Staff Training: Management and HR

Operational Strategies

- Organizational Structure
  - Financial Practices
    - Increase discretionary & variable revenue sources
    - Focus on input from the Bond Rating Agency
    - Improve the budget process
    - Analyze / develop a county-wide indirect rate

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"The most valuable assets of a 20th century company were its production equipment. The most valuable assets of a 21st century institution…will be its knowledge, workers, and their productivity."

"It is information that enables knowledge workers to do their job."

-Peter Drucker
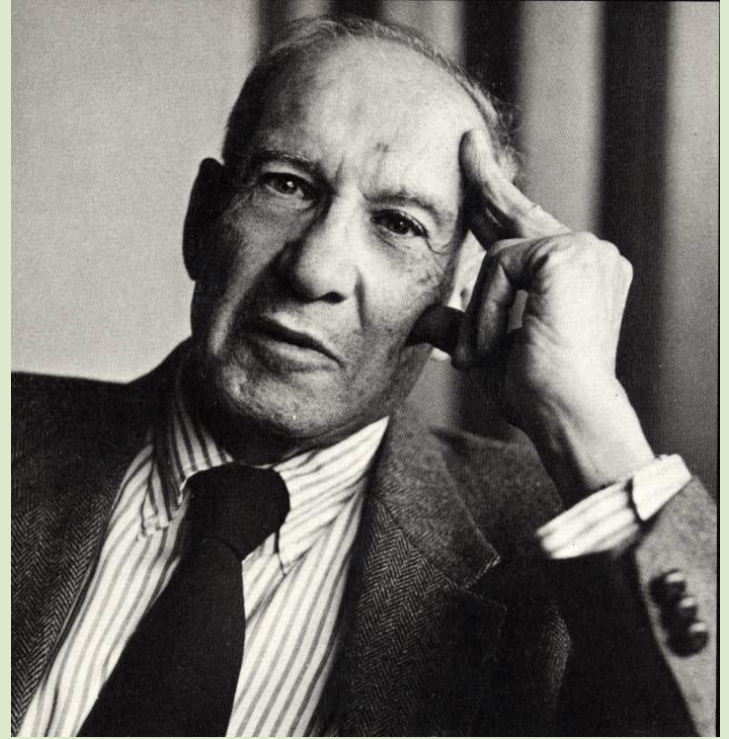
Operational Strategies

- Workforce Retention and Attraction
  - Pay and Policies
    - Compensation
    - HR Policies
    - Evaluation
  - Culture – do employees want to work here?
  - Prioritize service when evaluating staffing needs

Filling the Talent Gap
(courtesy of Manpower Group)

Build – Invest in learning and development to train staff

Buy – Traditional process of posting the position and go to market

Borrow – Collaborate, share staff, contract services, etc.

Bridge – Help people move up or move out to fill a vacancy. Intentional success planning.

Stop providing the service
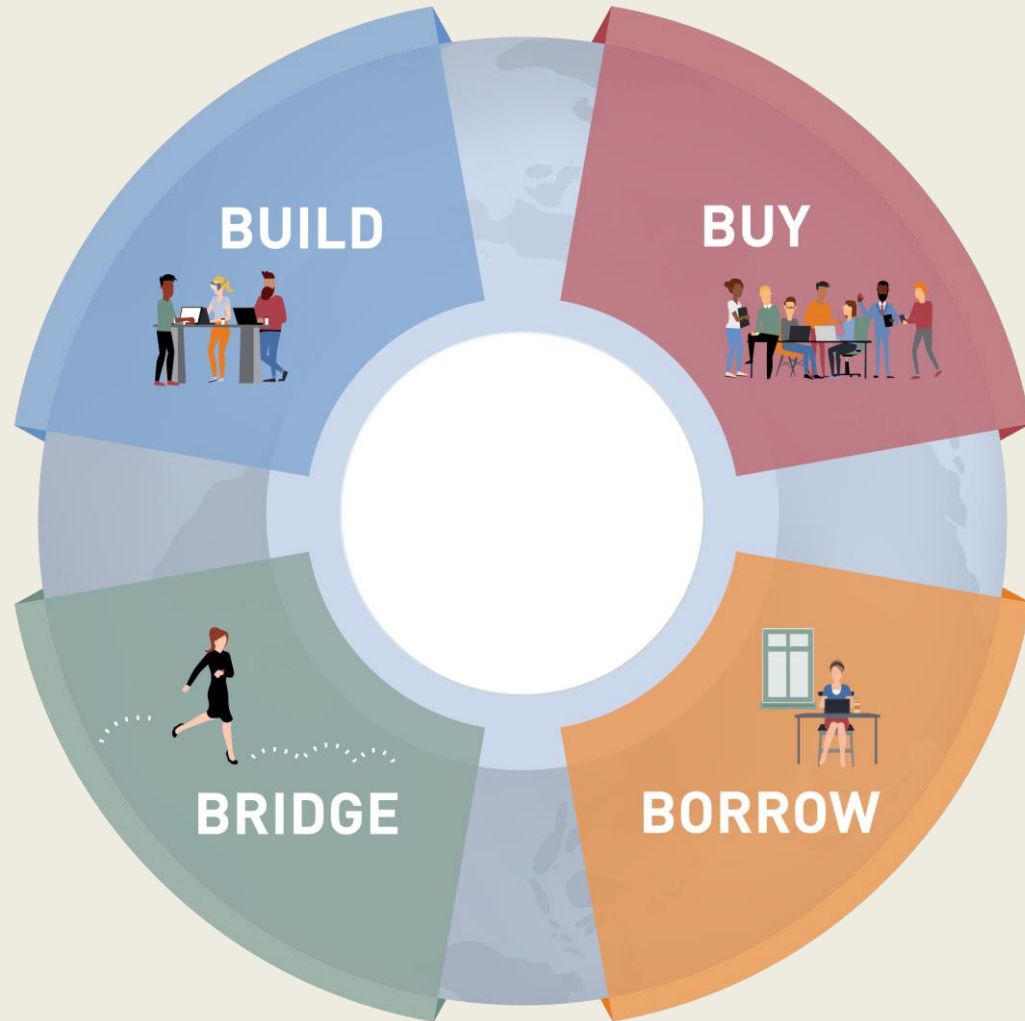
Operational Strategies

- Economic Growth
  - Land: Identify land available, and development constraints
  - Capital: Incentives (RLF, etc)
  - Labor: Workforce Attraction
    - Parks, recreation, tourism
    - Website

Lafayette County

Government   Departments   Community   Explore

How May We Help You?

LATEST NEWS

CALENDAR

COVID-19

EMPLOYMENT

SUBSCRIBE TO EMAIL UPDATES

LAND INFO

SHERIFF

Sauk County
W i s c o n s i n

Departments   Government   Community   Explore   I Want To...

Search

Calendar

Agendas/ Minutes

COVID19 Info

Parks & Rec

Land Info

Sheriff

Employment

Welcome to Richland County, Wisconsin

Richland County, WI was established in 1842, and now has an estimated population of 18,052. The county seat is located in Richland Center. The county is divided into 21 supervisory districts, and each district has a representative on the Board of Supervisors. The Richland County Official Directory is now available online.

The county's municipalities consist of 16 towns, 5 villages, and 1 city.

Richland County Wisconsin

Click here to view a larger map.

Coronavirus
Information - What you need to know...

PROJECT LIFESAVER
Bringing Loved Ones Home

New!   Invitation to Bid - Pine River Trail Mowing

RICHLAND COUNTY
agendas and minutes

COMMITTEE MEETING DATES

COUNTY BUDGET
2021 SUMMARY

Richland County
SHERIFF'S DEPARTMENT

ROAD CLOSURE
VIEWER

ADRC
Aging & Disability Resource Center
of Eagle Country

Richland County
TRANSPORTATION SERVICES

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ELECTION INFO

Court & Community, Inc
Free Legal Clinic Notice

Operational Strategies

- Economic Growth
  - Land: Identify land available, and development constraints
  - Capital: Incentives (RLF, etc)
  - Labor: Workforce Attraction
    - Parks, recreation, tourism
    - Website
    - Identity

Community Branding

What is Richland Center's Brand?

Chapter 3: Capital Facilities

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Analysis

Mandatory Services

- Risk of not investing
- Estimated cost
- Proximate objective

Discretionary Services

- Goals
- Constraints / Considerations
- Proximate objective

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Mandated Services

- Emergency Services

- Emergency Towers

- Salt / Sand shed

- Jail / Sheriff's office

Jail Options

Renovate / Expand

- No land needed

- Study done in 2013

- Estimated cost
  - $6.24 million for jail
  - $12.85 for entire courthouse

- Additional cost associated with occupied remodel

Jail Options

Renovate / Expand

- No land needed
- Study done in 2013
- Estimated cost
  - $6.24 million for jail
  - $12.85 for entire courthouse
- Additional cost associated with occupied remodel

New Build

- Opportunities to partner
- No planning yet done
- Estimated cost $20 million
- Need 6-8 acres of land
- Opportunity / challenge to repurpose existing facility

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Discretionary Services

- Pine Valley

- Tri-County Airport

- Symons Center

- UW Richland Campus

Priorities

- Prioritize services on county need, fiscal impact

- Protect assets

- Reduce investment when uncertain

- Focus. Reduce the county's obligations and liabilities

Pine Valley

- Work to have it fully self-funded

- Evaluate future demand

Tri-County Airport

- Flood remediation

- Market as an economic development asset

Symons Center

- Evaluate other ownership structures or partnerships

- Evaluate long-term liability

UW Richland Campus

Goals

- Improve the county's position

- Protect the investment

- Reduce expenditures

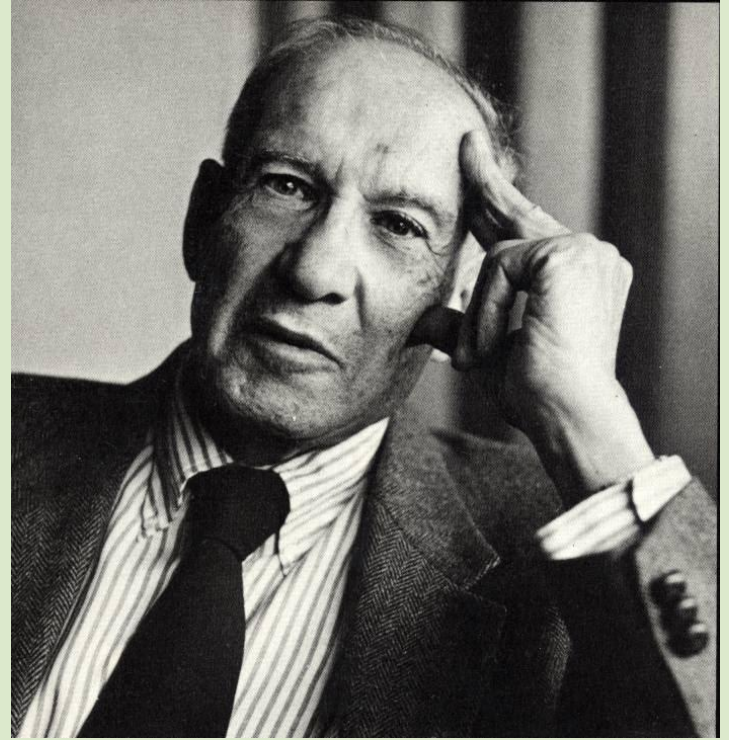# UW Richland Campus

UW / Richland County Lease

- Extends to 6/30/2042
- Termination for cause
- Use after termination
- Operational costs:
  - Utilities
  - Furnishings
  - Janitorial

UW Richland Objectives

- Push to get plans from UW regarding the future
  - Enrollment strategy
  - Recruiting strategy
  - Target populations
  - Distinct areas of study
  - Housing
- Develop alternative scenarios
  - Separate land from buildings

"Management is doing things right; leadership is doing the right things."

-Peter Drucker

Chapter 4: Continual Improvement

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PDSA Cycle

Plan
SWOT analysis
PEST Analysis
5Ws
Establish Objectives & Projects
Develop deployment plan
Identify resources

Do
Communicate & Deploy Plan
Secure Resources
Execute projects

Study
Evaluate and review progress

Act
Adopt/Adapt/Abandon
Evaluate success
Develop future plans
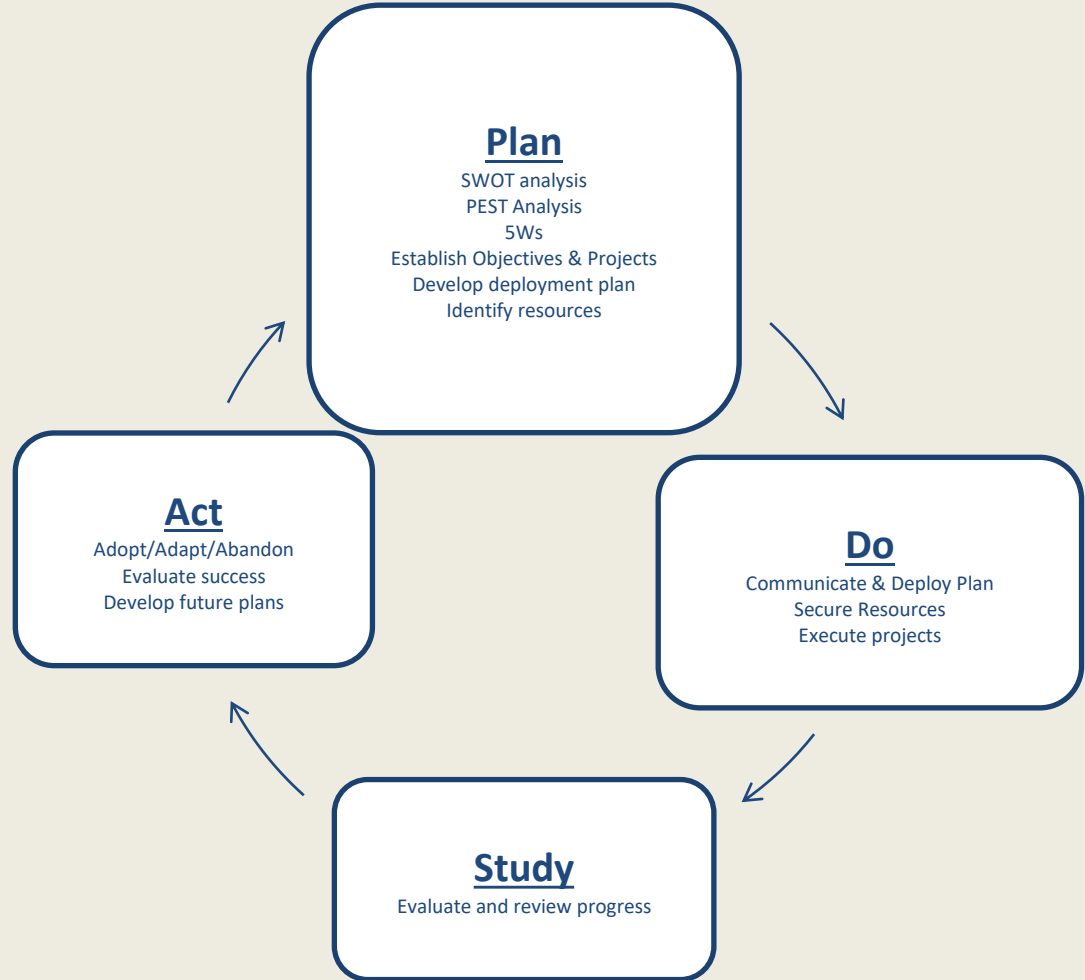
Appendices

Appendices

- Implementation Matrix

Project	Objective	Completion Date	Project Lead	Status	Barrier
Operations	Update HR Manual	06/30/2022	Name	Draft Manual written	None
Tri-county airport	Secure grant funding	Xx/xx/xxxx	Name	Grant Submitted	None

Appendices

- Implementation Matrix

- Moody's 2018 Rating and 2020 Action

- 2013 County Courthouse Capital Improvement Cost

- Board of Regents Lease & Campus 10-Year Projects List

Thanks! (and questions?)

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